

Modernisation of the Civil Service Evaluation and Training System in Tunisia (MFP)

The challenge

Tunisia's public sector faces major challenges. Since the 2011 revolution, government debt has increased significantly, as has the strain on the country's budget. The public administration is one of the main contributors to increasing government spending due to a bureaucratic structure that remains cumbersome and is far removed from the expectations raised during the revolution. Obstacles to reform include low qualification levels, a weak further education system, and a dysfunctional evaluation system that fails to motivate public servants.

Staff are crucial to the quality of public service. At the same time, a customer-oriented public service is also essential for an effective state and to further economic growth. Modernising the public administration is, therefore, a high priority for the Tunisian Government.

Our approach

Tunisia's upcoming reforms require an efficient public sector and better qualified and motivated civil servants. However, the current training and evaluation system for civil servants does not yet meet the requirements of a performance-oriented, increasingly digitalised and partially decentralised public administration.

The project seeks to reform the evaluation and training system for civil servants. On the one hand, it will help to improve the quality and standardisation of further education in public higher education establishments in Tunisia. On the other hand, it will create the prerequisites for evaluating the quality of civil servants' work in line with objective criteria. The goal is that Tunisia's public administration has better trained and motivated public servants.

Project title	Modernisation of the Civil Service Evaluation and Training System in Tunisia (MFP)
Commissioning party	German Federal Ministry for Economic Cooperation and Development (BMZ)
National partner	Présidence du Gouvernement
Overall term	September 2020 to August 2023

The project is divided into three fields of activity:

- 1. Standardisation and certification of initial and continuing training**
- 2. Improving the prerequisites for an objective and transparent performance evaluation system**
- 3. Promoting dialogue based on partnership with relevant public sector actors**

1. Standardisation and Certification

Field of Activity 1 aims to develop standards, instruments and mechanisms for the certification of public educational structures and the accreditation of initial and continuing education programs using agile methods. In order to do so:

- A national standard to ensure the quality of training services, always ensuring the adequacy of training content to the needs and expectations of beneficiaries will be developed and published.
- Three public training institutions will be upgraded to international standards.
- Initial, ongoing and advanced training programs will be accredited according to international standards.
- Competency certification schemes will be developed.

2. Performance evaluation system

The objective of field of activity 2 is to improve the prerequisites for an objective and transparent public sector performance evaluation system.

Within the framework of a 'design thinking' process, instruments and processes are being developed to improve and develop the performance evaluation system in the public sector. In cooperation with cross-ministry working groups, steps are being taken to ensure that the evaluation of civil servants is objective.

A tailored evaluation system for the public sector will identify staff strengths and weaknesses, highlight potential for development and further training, and make recommendations for measures to bring about improvement. A performance-based appraisal system will also create the prerequisites

for an efficient, resilient and transparent public sector and strengthen the learning and communication culture in state institutions.

3. Promoting dialogue

With field of activity 3, the project applies an inclusive and participatory communication and dialogue strategy that includes several stakeholders involved in its implementation:

At the intra- and inter-ministerial level, the communication strategy will accompany the management of change at all levels of the public administration, so that the public servant sees the need for such reform. To this end, the establishment of inclusive dialogues at the technical level in cooperation with our partner and with the training and human resources departments of the ministries, public and private training institutions.

Externally, a participatory approach involving trade unions and members of civil society in public dialogue events or joint workshops is being pursued.



To implement the 2030 Agenda for Sustainable Development, Tunisia's progressive legislation on gender equality will be put into practice.



The module objective also focuses on creating the prerequisites for a citizen-friendly administration, enabling the Sustainable Development Goals (SDGs) to be achieved in Tunisia.